

JANET NAPOLITANO
GOVERNOR



MANUEL V. CISNEROS
DIRECTOR

GOVERNOR'S OFFICE OF EQUAL OPPORTUNITY

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AGENDA

2009 Equal Employment Opportunity Plan

Large Agency Orientation

State Capitol Executive Tower – Grand Canyon Room

Tuesday, January 6th, 2009

9:00 am - 11:00 am

- | | |
|--|-------------------------------------|
| 1. EEO Plan Introduction | Manny Cisneros |
| 2. Policy Statement | Manny Cisneros |
| 3. HRIS Hiring Summary | Summer Canfield & Sydney Standifird |
| 4. EEO4 (XP391) and Exception Report | Summer Canfield & Sydney Standifird |
| 5. Workforce Analysis Chart | Kristine Thomas |
| a. Barrier Analysis | |
| b. Strategic Action Plan | |
| 6. Community Outreach & Ideas for Strategic Planning | Susan Laurence |
| 7. Questions | |

(AGENCY NAME)

2009 Equal Opportunity Employment Policy Statement

In recognition of its legal and moral obligations, the (Agency Name) hereby commits itself to a policy of nondiscrimination as follows:

1. All personnel transactions shall be upon merit without regard to race, color, sex, sexual orientation, religion, national origin, age, veteran status, disability status (except when any of these factors is an existing bona fide occupational qualification). To determine the qualifications of veterans, only that portion of their military record, including discharge papers, which is relevant to the job for which the veteran is being considered, should be used.
2. All (Agency Name) management personnel shall actively support recruitment and career development programs to ensure equitable representation of minorities, females, youth, seniors, LBGT and individuals with disabilities, special disabled veterans and Vietnam Era veterans in all job categories and pay grades.
3. The (Agency Name) will incorporate reasonable accommodation personnel practices in order to facilitate the employment and advancement of qualified special disabled veterans and disabled persons. Reasonable accommodations will be provided to otherwise qualified applicants or employees with disabilities, unless the accommodation would impose an undue hardship on the operation of the Department or would impose a direct threat to the health or safety of the individual or others in the workplace.
4. The (Agency Name) shall not discriminate against any qualified employee or applicant for employment because he or she is a person with a disability, a disabled veteran or a Vietnam Era veteran. Equal Opportunity applies to such employment practices as hiring, upgrading, demotion, transfer, recruitment, advertising, layoff, termination, rates of pay or other forms of compensation, selection for training, job assignments, accessibility, working conditions and special duty details.
5. Harassment on the basis of sex is a violation of Federal and State employment discrimination laws, and harassment on the basis of sex or sexual orientation will not be tolerated in the workplace. The (Agency Name) shall not tolerate discrimination in the agency as it creates an intimidating, degenerating, hostile and offensive working environment. Persons harassing and/or condoning harassment of others will be dealt with swiftly and vigorously by disciplinary action up to and including termination. Each employee has an affirmative duty to maintain a workplace free of harassment, intimidation, discrimination, and retaliation.

6. The Department will post the Equal Opportunity Policy throughout departmental facilities.
7. All written bid announcements, request for proposals, employment announcements, requests for applications, program brochures, literature and general solicitations shall include the phrase:

“AN EQUAL EMPLOYMENT OPPORTUNITY AGENCY”

The (Agency Name) is committed to taking equal opportunity to employ and advance in employment qualified females, minorities, individuals with disabilities, special disabled veterans, and Vietnam Era veterans at all levels of employment.

As Director of the (Agency Name), I am committed to the principles of Equal Employment Opportunity. To ensure the dissemination and implementation of the Equal Opportunity Program throughout all levels of the Department, (Name of Equal Opportunity Administrator) shall serve as the Equal Opportunity Administrator for the (Agency Name).

All Divisions and management personnel shall actively support recruitment and career development programs to ensure equitable representation of females, minorities, and individuals with disabilities, special disabled veterans and Vietnam Era veterans in all job categories.

This policy is accessible to employees (website address and physical location within agency).

Director's Signature

Date



2009 Equal Employment Opportunity Plan Large Agency Orientation

ROLE AND EXPECTATIONS

The **EEO Administrator** serves as an initial point of contact for the Governor's Office of Equal Opportunity (GOEO) to:

- Ensure agency EEO compliance
- Resolve any complaints that relate to employment discrimination
- Receive and attend training courses regarding EEO reporting
- Receive and distribute training announcements throughout their respective agencies to ensure that all state employees have access to training opportunities provided by the GOEO
- Attend training to become a trained mediator (with agency prior approval) to resolve grievances through the mediation process
- Produce and submit the annual Equal Employment Opportunity plan on behalf of the agency
- Respond to inquiries related to workforce development



2009 Equal Employment Opportunity Plan Large Agency Orientation

DEFINITIONS

New Hires (EEO4 Report): Employees who began employment in the previous 12 months. This includes both new hires to the state as well as employees who have been rehired after a break in service. Employees who began a position and terminated from state service in the same year are to be included in the count. Interagency transfers are not included in the EEO4 report.

Agency Transfer (applicable to Hiring Summary):

An agency transfer is recorded when a personnel action is entered into HRIS that results in a change to the first two characters of an employee's process level. The personnel actions are limited to effective dates between 1-1-2008 and 12-31-2008. If an employee changes process levels (agencies) more than once within the year, each transfer is recorded on behalf of the new agency.

Note: The EEO4 report does not count interagency transfers, only hires that are new to state service.

Diversity Plan: Any activity of set of activities that a state agency conducts to review employment practices as they affect all categories of employees. This planning activity involves senior management who review 'best practices' in recruitment, retention, training, promotion and discipline activity as it affects all employees. The planning activity may involve a Diversity Committee or Diversity Council that reviews employment practices of the agency to determine if fundamental fairness is being accomplished.

Cultural Competence: A statement or vision by a state agency that focuses on policies or practices by agency professionals and their effectiveness in cross-cultural situations. Cultural competence includes awareness and acceptance of difference, awareness of one's own cultural values and those of others, and an applied understanding of the dynamics of difference, and openness to the ongoing development of cultural knowledge, and the ability to adapt these skills to fit the cultural context of the agency client or customer.

4/5th Rule (or 80% Rule): percentage utilized by the federal government for state and local governments to identify (and research) the existence of adverse impacts. Adverse impact is usually indicated when the selection rate is less than 80% of the civilian labor workforce (see workforce analysis chart)

Equal Employment Opportunity Report

AD Administration, Dept of

	<i>New Hires</i>	<i>Agency Transfers</i>	<i>Total Total</i>
<i>Number of Employees Hired During 2006</i>	127	60	187
<i>Asian American</i>	2	1	3
<i>African American</i>	10	3	13
<i>Hispanic</i>	30	17	47
<i>Native American</i>	4	3	7
<i>Non Minority</i>	75	36	111
<i>Unspecified</i>	6	0	6
<i>Female</i>	65	41	106
<i>Male</i>	62	19	81
<i>Individuals with Disabilities</i>	1	0	1
<i>Age 40 and Above</i>	54	40	94
<i>Veteran</i>	12	5	17
<i>Disabled Veteran</i>	0	1	1
<i>Viet Nam Era Veteran</i>	2	4	6
<i>Gulf War Era Veteran</i>	2	0	2
<i>Covered Employees (Merit System)</i>	90	36	126
<i>Uncovered Employees (FTE)</i>	37	24	61
<i>Full Time Employees (FTE)</i>	120	60	180
<i>Other Than Full Time Employees</i>	7	0	7

Does your Agency have a Diversity Plan ?

Does your Agency have a policy on cultural competence ?

STATE OF ARIZONA
STATE AND LOCAL GOVERNMENT INFORMATION
2006 EEO-4 REPORT

STATE OF ARIZONA

DEPARTMENT OF ADMINISTRATION
PHOENIX
AZ 85007

CONTROL NUMBER 021111

FUNCTIONS: 01 02 03 04 06 08 09 10 11 12 14 15 00 00 00

Column Descriptions: A = Total, B and G = White, C and H = Black/African American, D and I = Hispanic, E and J = Asian/Pacific Islander, F and K = American Indian/Alaska Native

1. FULL-TIME EMPLOYEES

[illegible]

STATE OF CALIFORNIA
STATE AND LOCAL GOVERNMENT INFORMATION
2006 EEO-4 REPORT

STATE OF ARIZONA

DEPARTMENT OF ADMINISTRATION
PHOENIX
AZ 85007

CONTROL NUMBER 021111

FUNCTIONS: 01 02 03 04 06 08 09 10 11 12 14 15 00 00 00

Column Descriptions: A = Total, B and G = White,
D and I = Hispanic, E and J = Asian/Pacific Islander,
C and H = Black/African American,
F and K = American Indian/Alaska Native

I. FULL-TIME EMPLOYEES (CONTINUED)

JOB CATEGORY	SALARIES	TOTAL ***** MALE ***** FEMALE *****										
		A	B	C	D	E	F	G	H	I	J	K
PROTECT/SRVCS 25	00.1-15.9	0	0	0	0	0	0	0	0	0	0	0
26	16.0-19.9	0	0	0	0	0	0	0	0	0	0	0
27	20.0-24.9	0	0	0	0	0	0	0	0	0	0	0
28	25.0-32.9	0	0	0	0	0	0	0	0	0	0	0
29	33.0-42.9	0	0	0	0	0	0	0	0	0	0	0
30	43.0-54.9	0	0	0	0	0	0	0	0	0	0	0
31	55.0-69.9	0	0	0	0	0	0	0	0	0	0	0
32	70.0 PLUS	0	0	0	0	0	0	0	0	0	0	0
Total By Category		0	0	0	0	0	0	0	0	0	0	0
Total By Gender		0	0	0	0	0	0	0	0	0	0	0
PARA-PROF	00.1-15.9	0	0	0	0	0	0	0	0	0	0	0
33	16.0-19.9	0	0	0	0	0	0	0	0	0	0	0
35	20.0-24.9	0	0	0	0	0	0	0	0	0	0	0
36	25.0-32.9	0	0	0	0	0	0	0	0	0	0	0
37	33.0-42.9	0	0	0	0	0	0	0	0	0	0	0
38	43.0-54.9	0	0	0	0	0	0	0	0	0	0	0
39	55.0-69.9	0	0	0	0	0	0	0	0	0	0	0
40	70.0 PLUS	0	0	0	0	0	0	0	0	0	0	0
Total By Category		0	0	0	0	0	0	0	0	0	0	0
Total By Gender		0	0	0	0	0	0	0	0	0	0	0
ADMINISTRATIVE SUPPORT	00.1-15.9	0	0	0	0	0	0	0	0	0	0	0
41	16.0-19.9	0	0	0	0	0	0	0	0	0	0	0
43	20.0-24.9	0	0	0	0	0	0	0	0	0	0	0
44	25.0-32.9	0	0	0	0	0	0	0	0	0	0	0
45	33.0-42.9	4	0	0	1	0	0	0	0	0	1	0
46	43.0-54.9	7	0	0	0	0	0	5	0	0	0	0
47	55.0-69.9	2	0	0	0	0	0	1	0	1	0	0
48	70.0 PLUS	0	0	0	0	0	0	0	0	0	0	0
Total By Category		13	0	0	1	0	0	6	0	3	1	0
Total By Gender		13	0	0	1	0	0	6	0	3	1	0

STATE OF ARIZONA
STATE AND LOCAL GOVERNMENT INFORMATION
REG-4 REPORT

STATE OF ARIZONA

DEPARTMENT OF ADMINISTRATION
PHOENIX
AZ 85007

CONTROL NUMBER 021111

FUNCTIONS: 01 02 03 04 06 08 09 10 11 12 14 15 00 00 00

Column Descriptions: A = Total, B and G = White, C and H = Black/African American
D and I = Hispanic, E and J = Asian/Pacific Islander, F and K = American Indian/Alaska Native

2. OTHER THAN FULL-TIME EMPLOYEES

[illegible]

3. NEW HIRES DURING FISCAL YEAR - PERMANENT FULL TIME ONLY

[illegible]

CERTIFICATION. I certify that the information given in this report is correct and true to the best of my knowledge and was reported in accordance with accompanying instructions. (Willfully false statements on this report are punishable by law.)
Title 18, Section 1001.

NAME OF PERSON TO CONTACT REGARDING THIS REPORT:

ADDRESS:

TITLE:

TELEPHONE NUMBER (INCLUDE AREA CODE) :

DATE: _____

TYPED TITLE OF CERTIFYING OFFICIAL: _____

SIGNATURE OF CERTIFYING OFFICIAL:

EEO-4 Report

XP391 EEO-4 Exception Report - 21 Employees Not Included

Date 01/04/07
Time 11:50

Company 1 STATE OF ARIZONA

Employee	Name	Reason for exclusion
27552	ADAMS, LYNDA	UNSP ethnicity not in include list
27605	BRICK, PAUL	UNSP ethnicity not in include list
33237	MANNING, ROGER	UNSP ethnicity not in include list
35039	KEANE, JOHN	UNSP ethnicity not in include list
37182	KOPPINGER, DOUG	UNSP ethnicity not in include list
47561	ORME, PAUL	UNSP ethnicity not in include list
56797	NEWMAN, JOHN	UNSP ethnicity not in include list
66227	MOTT LACROIX, KELLY	UNSP ethnicity not in include list
80003	CAMPANA, KATHYRN H.	UNSP ethnicity not in include list
95738	RANKIN, TOM J.	Exclusion flag = Y
95779	STINNETT, ROBIN S.	Exclusion flag = Y
95981	UHLMAN, KRISTINE	Exclusion flag = Y
97522	PRASHAD, LELA C.	UNSP ethnicity not in include list
97795	DEENY, SCOTT M.	Exclusion flag = Y
101789	OLSON, STEVEN L.	Exclusion flag = Y
105254	PHILLIPS, MONICA C.	UNSP ethnicity not in include list
105429	AHMED, EL-SAID	UNSP ethnicity not in include list
106443	NELSON, MATTHEW F.	UNSP ethnicity not in include list
107065	PURSELL, JACQUELINE	UNSP ethnicity not in include list
107855	TADEO, SANDRA M.	UNSP ethnicity not in include list
112245	FLEMING, JENNIFER A.	Exclusion flag = Y

AGENCY WORKFORCE ANALYSIS CHART

Where do I start?

The workforce analysis is completed with the utilization of two documents:

- A) Calendar Year EE04 Report
- B) Calendar Year 2007 Workforce Analysis (WFA). The CY07 version includes revised civilian labor force data. Please do not utilize any previous versions of this spreadsheet.

Each agency has received a WFA template. Formulas have been built into specific cells to identify areas of 'adverse impact' (or parity).

COMPLETING THE WORKFORCE ANALYSIS CHART:

There are two areas that should be input manually on the WFA: the state agency and workforce data (refer to EE04 data). These areas have been noted in **BOLD** print.

- 1) Input the name of State Agency
- 2) Input the agency total employee data using the EE04 report. This will be found in column 'A'. You will only need to input this information once. Formulas have been added to auto populate this data where necessary.
- 3) PAGE 1 of the WFA is "Utilization of Asian Americans and Pacific Islanders". Using the EE04 report, plug in the totals (by category) for Asian Male data. This will be found in column 'E'. Next, plug in the totals (by category) for Asian Female data. This will be found in column 'J'.
- 4) PAGE 2 of the WFA is "Utilization of African Americans". Using the EE04 report, plug in the totals (by category) for African American Male data. This will be found in column 'C'. Next, plug in the totals (by category) for African American Female data. This will be found in column 'H'.
- 5) PAGE 3 of the WFA is "Utilization of Hispanics". Using the EE04 report, plug in the totals (by category) for Hispanic Male data. This will be found in column 'D'. Next, plug in the totals (by category) for Hispanic Female data. This will be found in column 'I'.
- 6) PAGE 4 of the WFA is "Utilization of Native Americans". Using the EE04 report, plug in the totals (by category) for Native American Male data. This will be found in column 'F'. Next, plug in the totals (by category) for Native American Female data. This will be found in column 'K'.
- 7) PAGE 5 of the WFA is "Utilization of Non Minority". Using the EE04 report, plug in the totals (by category) for Non Minority Male data. This will be found in column 'B'. Next, plug in the totals (by category) for Non Minority Female data. This will be found in column 'G'.
- 8) PAGE 6 of the WFA is "Utilization of Females". Using the EE04 report, plug in the totals (by gender) for Female data. This will be found in column 'K'.
- 9) PAGE 7 of the WFA is "Utilization of Males". Using the EE04 report, plug in the totals (by gender) for Male data. This will be found in column 'F'.

10) PAGE 8 of the report includes a statement which identifies how many employees within your workforce that did not specify an ethnicity. Using the final page of the EEO4 report called 'EEO4 Exception Report - Employees Not Included'. The total number of these employees will be identified within the following statement: This report excludes (?) employees due to various reasons.

11) CONFIRM YOUR DATA. Page 3 of the EEO4 report lists GRAND TOTALS.
Add GRAND TOTALS by category 'E' + 'J'. Does it equal the total listed on page 1?
Add GRAND TOTALS by category 'C' + 'H'. Does it equal the total listed on page 2?
Add GRAND TOTALS by category 'D' + 'I'. Does it equal the total listed on page 3?
Add GRAND TOTALS by category 'F' + 'K'. Does it equal the total listed on page 4?
Add GRAND TOTALS by category 'B' + 'G'. Does it equal the total listed on page 5?
See page 3 of the EEO4. Do Grand Totals by Gender Column 'K' equal the total listed on page 6?
See page 3 of the EEO4. Do Grand Totals by Gender Column 'F' equal the total listed on page 7?

12) Once you have confirmed the data matches, you will be able to go back and review areas where adverse impact have been noted as 'below' under the UTILIZATION category of the workforce analysis chart.

Department of Administration

Workforce Analysis

Review of Calendar Year 2007

Utilization of Asian Americans and Pacific Islanders

Asian Americans

Occupational Categories	Total Employees	Pacific Islanders			Total			CLF %	Parity	Utilization	Parity Goal
		Males	Females	Total	Percent	CLF %	Parity				
		"E"		"J"							
Officials/Administrators	7	0	0	0	0.0%	2.2%	1	below	1		
Professionals	18	0	0	0	0.0%	4.0%	1	below	1		
Technicians	0	0	0	0	#DIV/0!	3.5%	0	parity	0		
Protective Services	0	0	0	0	#DIV/0!	1.3%	0	parity	0		
Paraprofessionals	0	0	0	0	#DIV/0!	0.2%	0	parity	0		
Office & Clerical	13	0	1	1	7.7%	2.0%	1	parity	0		
Skilled Craft	0	0	0	0	#DIV/0!	1.6%	0	parity	0		
Service Maintenance	0	0	0	0	#DIV/0!	2.4%	0	parity	0		
Total Agency Employees	38			1							
..... Refer to EE04 Report:											

Refer to EE04 Report:

- Column Description 'E' and 'J' (combined) totals by category
- should be equal to the total listed on the Workforce Analysis.

Department of Administration

Workforce Analysis

Review of Calendar Year 2007

Utilization of African Americans

Occupational Categories	Total Employees	African Americans		Total	Percent	CLF	Parity	Utilization	Parity Goal
		Males	Females						
		"C" "H"							
Officials/Administrators	7	0	0	0	0.0%	2.4%	1	below	1
Professionals	18	0	1	1	5.6%	3.0%	1	parity	0
Technicians	0	0	0	0	#DIV/0!	3.5%	0	parity	0
Protective Services	0	0	0	0	#DIV/0!	5.3%	0	parity	0
Paraprofessionals	0	0	0	0	#DIV/0!	2.2%	0	parity	0
Office & Clerical	13	0	0	0	0.0%	3.7%	1	below	1
Skilled Craft	0	0	0	0	#DIV/0!	2.0%	0	parity	0
Service Maintenance	0	0	0	0	#DIV/0!	3.3%	0	parity	0
Total Agency Employees	38			1					

..... Refer to EE04 Report:

- Column Description 'C' and 'H' (combined) totals by
- category should be equal to the total listed on the Workforce
- Analysis.
-

Department of Administration

Workforce Analysis

Review of Calendar Year 2007

Utilization of Hispanics

Occupational Categories	Total Employees	Hispanics		Total	Percent	CLF	Parity	Utilization	Parity Goal
		Males	Females						
		"D" "I"							
Officials/Administrators	7	1	0	1	14.3%	11.6%	1	parity	0
Professionals	18	0	0	0	0.0%	9.4%	2	below	2
Technicians	0	0	0	0	#DIV/0!	14.8%	0	parity	0
Protective Services	0	0	0	0	#DIV/0!	17.4%	0	parity	0
Paraprofessionals	0	0	0	0	#DIV/0!	14.7%	0	parity	0
Office & Clerical	13	1	3	4	30.8%	18.3%	2	parity	0
Skilled Craft	0	0	0	0	#DIV/0!	29.4%	0	parity	0
Service Maintenance	0	0	0	0	#DIV/0!	35.9%	0	parity	0
Total Agency Employees	38			5					

Refer to EE04 Report:

Column Description 'D' and 'I' (combined) totals by category should be equal to the total listed on the Workforce Analysis.

Department of Administration

Workforce Analysis

Review of Calendar Year 2007

Utilization of Native Americans

Occupational Categories	Total Employees	Native Americans		Percent	CLF	Parity	Utilization	Parity Goal
		Males	Females					
"F" "K"								
Officials/Administrators	7	0	0	0.0%	2.2%	1	below	1
Professionals	18	0	0	0.0%	2.5%	1	below	1
Technicians	0	0	0	#DIV/0!	3.9%	0	parity	0
Protective Services	0	0	0	#DIV/0!	5.7%	0	parity	0
Paraprofessionals	0	0	0	#DIV/0!	8.3%	0	parity	0
Office & Clerical	13	0	0	0.0%	3.7%	1	below	1
Skilled Craft	0	0	0	#DIV/0!	5.4%	0	parity	0
Service Maintenance	0	0	0	#DIV/0!	4.9%	0	parity	0
Total Agency Employees	38	0 Refer to EE04 Report:						

Column Description 'F' and 'K' (combined) totals by category should be equal to the total listed on the Workforce Analysis.

Department of Administration

Workforce Analysis

Review of Calendar Year 2007

Utilization of Non Minority

Occupational Categories	Total Employees	Males	Females	Total	Percent	CLF	Parity	Utilization	Parity Goal
		"B" "G"							
Officials/Administrators	7	6	0	6	85.7%	*	*		*
Professionals	18	4	13	17	94.4%	*	*		*
Technicians	0	0	0	0	#DIV/0!	*	*		*
Protective Services	0	0	0	0	#DIV/0!	*	*		*
Paraprofessionals	0	0	0	0	#DIV/0!	*	*		*
Office & Clerical	13	0	8	8	61.5%	*	*		*
Skilled Craft	0	0	0	0	#DIV/0!	*	*		*
Service Maintenance	0	0	0	0	#DIV/0!	*	*		*
Total Agency Employees	38			31					
* Not Applicable									

Refer to EE04 Report:

- Column Description 'B' and 'G' (combined) totals by category
- should be equal to the total listed on the Workforce Analysis.

Department of Administration

Workforce Analysis

Review of Calendar Year 2007

Utilization of Females

Occupational Categories	Total Employees	Females	Total	Percent	CLF	Parity	Utilization	Parity Goal
Officials/Administrators	7	0	0	0.0%	39.5%	3	below	3
Professionals	18	14	14	77.8%	50.6%	9	parity	0
Technicians	0	0	0	#DIV/0!	52.6%	0	parity	0
Protective Services	0	0	0	#DIV/0!	19.5%	0	parity	0
Paraprofessionals	0	0	0	#DIV/0!	49.8%	0	parity	0
Office & Clerical	13	12	12	92.3%	66.8%	9	parity	0
Skilled Craft	0	0	0	#DIV/0!	6.3%	0	parity	0
Service Maintenance	0	0	0	#DIV/0!	40.7%	0	parity	0
Total Agency Employees	38		26					

Refer to EE04 Report:

Column Description 'K' Totals by gender should be equal to the total listed on the Workforce Analysis.

Department of Administration

Workforce Analysis

Review of Calendar Year 2007

Utilization of Males

Occupational Categories	Total Employees	Males	Total	Percent	CLF	Parity	Utilization	Parity Goal
Officials/Administrators	7	7	7	100.0%	*	*	*	*
Professionals	18	4	4	22.2%	*	*	*	*
Technicians	0	0	0	#DIV/0!	*	*	*	*
Protective Services	0	0	0	#DIV/0!	*	*	*	*
Paraprofessionals	0	0	0	#DIV/0!	*	*	*	*
Office & Clerical	13	1	1	7.7%	*	*	*	*
Skilled Craft	0	0	0	#DIV/0!	*	*	*	*
Service Maintenance	0	0	0	#DIV/0!	*	*	*	*
Total Agency Employees	38		12					
*Not Applicable								

Refer to EE04 Report:

Column Description 'F' Totals by gender should be equal to the total listed on the Workforce Analysis.

Refer to EE04 Report:

See Page 5. For 'employees not included' due to unspecified ethnicity.

Due to changes in occupational categories (4) from the 1990 Census to the 2000 Census the following will be treated as

Managers; ²Protective Services corresponds with Protective Services: Sworn; ³Paraprofessionals corresponds with Protective Services: Non-Sworn;

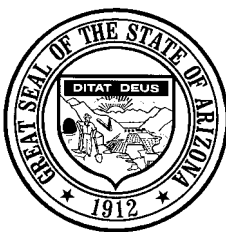
Arizona Department of Administration

Problem and Barrier Analysis

Review of Calendar Year 2008

List each job category within the protected group that did not meet parity.

Protected Group/Job Category	Problems and Barriers
1) Asian American & Pacific Islander Officials/ Administrators Professionals	No reasonable attempt made to recruit from this protected category.
2) African Americans Officials/ Administrators Office and Clerical	Efforts made by working with specific community groups. No applicants.
3) Hispanics Professionals	Applications received but no vacancies available to extend offer.
4) Native Americans Officials/ Administrators Professionals Office and Clerical Officials/ Administrators	No reasonable attempt made to recruit from this protected category.



(INSERT AGENCY)

Strategic Action Plan

1/1/09-12/31/09

Vision

A diverse multi-cultural workforce that reflects the community, promotes equal opportunity at all levels of public employment, and creates an inclusive work environment that enables all individuals to perform to their fullest potential free from discrimination.

Outcomes

1. A diverse and culturally competent workforce (reflective of labor market parity standards and reflective of our client populations).
2. Culturally competent and accessible services that enable us to better understand and respond to our clients' needs.
3. A system of accountability for achieving a broad vision of diversity and cultural competency.

Strategies

1. Enhance diversity through recruitment and selection

1.1 Provide recruitment, interviewing, and hiring tools/resources/guidelines for managers

Activity: (Insert Activity)

1.2 Perform recruitment outreach from Human Resources and local offices or units to meet workforce diversity needs as well as client/customer service demographic needs.

Activity: (Insert Activity)

2. Retain workforce diversity by instituting welcoming environment practices, and by providing support systems and opportunities for professional growth and career advancement

2.1 Design and implement a mentorship program

Activity: (Insert Activity)

2.2 Institute “welcoming environment” practices throughout the state

Activity: (Insert Activity)

2.3 Perform exist interviews of all staff that capture employee perceptions of inclusion, respect and welcoming environment practices.

Activity: (Insert Activity)

2.4 Provide professional development opportunities to assist in upward mobility

Activity: (Insert Activity)

3. Reduce employment barriers for people with disabilities

3.1 Implement reasonable accommodation policy for agency employees.

Activity: (Insert Activity)

3.2 Provide Accessibility and Accommodation Guidebook to management and staff

Activity: (Insert Activity)

4. Provide services that are more culturally competent

4.1 Design and provide foundation for Cultural Competency training for all staff

Activity: (Insert Activity)

4.2 Continue to provide management trainings titled Cultivating a Diverse Workforce, and Creating a Positive Work Environment

Activity: (Insert Activity)

4.3 Improve access to, awareness of, and contents of the Governor’s Office of Equal Opportunity web site

Activity: (Insert Activity)

4.4 Improve compliance with Arizona state policy for non-discrimination on the basis of disability for programs, services and activities regarding alternative format and language assistance services.

Activity: (Insert Activity)

- 4.5 Provide agency employees with additional opportunities to improve culturally competent services and workplace practices

Activity: (Insert Activity)

- 4.6 Review and implement an annual Diversity Marketing Plan

Activity: (Insert Activity)

- 4.7 Collaborate with community partners to promote cultural competency in statewide client service delivery and resource development

Activity: (Insert Activity)

5. Create an infrastructure for performance accountability

- 5.1 Incorporate diversity expectations and duties in management position descriptions.

Activity: (Insert Activity)

* * *



GOVERNOR'S OFFICE OF EQUAL OPPORTUNITY

State Capitol Executive Tower
1700 W. Washington, Suite 156
Phoenix, Arizona 85007
Phone: 602-542-3711 FAX: 602-542-3712



CHECKLIST Large Agency 2009 EEO Plan

Cover Letter _____

EEO Policy Statement _____

- Contact information for the designated agency Equal Employment Opportunity Administrator.
- Location where this policy is accessible to employees (website address and physical locations)

Hiring Summary _____

- Copies of active Diversity Plan and/or Cultural Competence policy. Initiatives in the planning stages of implementation will be not be considered active

Workforce Analysis Chart _____

Barrier Analysis _____

Strategic Action Plan _____

- Collaborate with agency recruiters to develop an optimal strategic plan to attract diverse applicants.
- Include full contact information for internal staff members responsible for recruitment efforts within the agency.
- A semi-annual follow up is planned to evaluate the results produced.

AGENCY:
SUBMITTED BY:
DATE:

Comments:

Reaching out to our Community



ADOA Recruitment Activities
Calendar Year 2008

Our Campus Community

- DeVry
- Chamberlain School of Nursing
- Apollo College
- Glendale Community College
- Paradise Valley Community College
- ASU School of Life Sciences
- ASU Downtown
- High Tech University

Judging Senior Projects, Career Days, Intern Opportunities,
Resume Reviews, and Mock Interviews

Our Industry Partners

- Jobing.com (Professional Advisory Council)
- Staffing Management Association
- Quad A (AZ Affirmative Action Association)
- NETPA (Network, Employment and Training Professional Association)
- Monster.com

Our Diversity Partners

- The Greater Phoenix Urban League
- AWEE (Arizona Women's Education & Employment)
- Chicanos Por La Causa
- Phoenix Indian Center
- American Indian Chamber of Commerce
- Boomerz AZ
- Life Development Institute
- The National Association of Asian American Professionals
- AARP (Friday Job Club)

Our Agency Partners

- Strategic Recruiter Meetings
- Health Care Recruiter Meetings

To Attract and Retain the Best Employees
through Strategic and Effective
Recruitment Solutions



Our Agency Workshops

- **Job Ads That Rock:** Writing more effective job ads; the posting process; job description vs. job advertisement; and branding the job posting
- **Panning for Gold:** Utilizing the hiring list; understanding the real job and identifying the best candidates in a pool of resumes
- **Recruiting in a Down Economy:** The hiring freeze; doing more with less; passive candidates, campus recruiting; and building your own brand
- **General Guidelines for Interviewing:** Interview preparation, types of interviews; questions, taking notes; and what every recruiter should know about every candidate they interview

Our Agency Initiatives

- Nurse Appreciation Video with 900+ Celebration Gift Bags
- Blogging Training at Jobing.com
- Monster Power Recruiter Meeting (December)
- Strategic Partnerships with Apollo College and Chamberlain School of Nursing
- Healthcare Brochures



2009 Equal Employment Opportunity Plan
Large Agency Orientation

CONTACT INFORMATION

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